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Part two: biennial programme plan

Programme 1
General Assembly and Economic and Social Council affairs and conference management

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Overall orientation

1.1 The overall objectives of the programme are: (a) to facilitate, through the provision of procedural and technical secretariat support and authoritative advice, the orderly and effective conduct of the deliberations and follow-up actions of the General Assembly, its General and First Committees, its Special Political and Decolonization (Fourth) Committee and various subsidiary organs, and its Second and Third Committees, the Economic and Social Council and most of the Council's subsidiary and ad hoc bodies, and the special United Nations conferences and meetings dealing with disarmament, international security and economic, social and related matters; and to assist in the revitalization efforts of the Assembly and other United Nations bodies, including through the substantive servicing of the Ad Hoc Working Group on the Revitalization of the Work of the General Assembly; (b) to provide substantive and technical secretariat servicing to the Committee on Conferences; (c) to ensure, through integrated global management, the provision of high-quality conference-servicing support to all intergovernmental and expert bodies meeting at Headquarters and at the United Nations Offices at Geneva, Vienna and Nairobi, and other conferences and meetings held under the auspices of the United Nations, taking into account the principle of equal treatment to be given to all established official languages in each organ of the Organization; (d) to provide protocol, liaison and representational functions for the Secretary-General, host Governments and Member States; and (e) to ensure the uninterrupted delivery of services during the implementation of the capital master plan at Headquarters.

1.2 The basic mandates for the programme are contained in the rules of procedure of the principal organs of the United Nations. Additional mandates are stipulated by resolutions of the General Assembly and the Economic and Social Council, in particular resolutions on the reform and revitalization of the Assembly and on the pattern of conferences. Overall intergovernmental direction concerning the organization and servicing of meetings is given by the Assembly on the advice of the Committee on Conferences, in accordance with Assembly resolution 43/222 B, in which the terms of reference of the Committee were established. The Under-Secretary-General for General Assembly and Conference Management will continue to be responsible for all the activities of the Department and for guiding integrated global conference management involving Headquarters and the United Nations Offices at Geneva, Vienna and Nairobi, which includes the establishment of conference management policies, practices, standards and procedures and the allocation of resources under the relevant budget section, in accordance with Assembly resolution 57/283 B and the Secretary-General's bulletin on the organization of the Department for General Assembly and Conference Management (ST/SGB/2005/9).

1.3 The Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi are responsible for the implementation of the programme and the achievement of its objectives. Guided by Assembly resolutions 57/300 and 66/233, as well as the provisions relevant to conference services of the Assembly's resolutions on the revitalization of the work of the General Assembly and on multilingualism, the strategic framework under the programme seeks to make further progress in integrated global management and to provide high-quality documents in a timely manner in all official languages, as well

as high-quality conference services to Member States at all duty stations, and to achieve those aims as efficiently and cost-effectively as possible. During the biennium 2014-2015, the Department will continue to provide, in a proactive manner, the intergovernmental and expert bodies it services with technical, procedural and substantive secretariat, protocol and liaison, and conference-servicing support so as to achieve synergies and full-system benefits across the four conference-servicing duty stations.

1.4 The Department will continue to focus on advance planning for effective management of conference services, optimize workflow, align capacity with expected output and pay special attention to the end results and overall performance. The concept of integrated global management continues to evolve and is progressively evident in the standardization of administrative policies, practices and procedures across all conference-servicing duty stations. The global information technology initiative, which is being implemented in various phases at all duty stations, establishes a standardized approach and application of efficient and effective resource utilization and expands the use of electronic tools and processes in conference-servicing operations (virtualization). Continued focus on the training of staff and targeted outreach to educational institutions that train language professionals will allow the Department to ensure the replacement of its retiring language experts and hasten the transition to new technologies and efficiency tools. Continued collaboration with other international conference-servicing organizations through the International Annual Meeting on Language Arrangements, Documentation and Publications will ensure the benchmarking of its performance indicators and methods of work in all mandated areas with best industry practices. Those efforts, subject to the provisions of the above-mentioned General Assembly resolutions, will enhance the quality, productivity, timeliness and cost-effectiveness of the operations under the programme. Regular client surveys will be an important tool for measuring performance. Through systematic analysis, the Department will evaluate and implement risk management strategies so as to reduce the impact of operational crises through more proactive and effective monitoring. Centrally coordinated risk management, assessment and evaluation will facilitate informed managerial decision-making and monitoring. More systematic use of high-quality, reliable and transparent data on conference services will enhance global operational efficiency.

1.5 In carrying out the Secretary-General's vision to enhance environmental sustainability in the United Nations system and move towards climate neutrality, the Department seeks to provide integrated, sustainable, paper-smart meeting services in an efficient and environmentally friendly manner. The General Assembly, in its resolution 66/233, noted the concept of paper-smart meetings and requested the Secretary-General to define the concept, report on lessons learned from the implementation of the concept on a trial basis and identify the requirements for providing such services. In this context, the definition of paper-smart services will entail elaboration of the nature, scope and modality for provision of the services to various intergovernmental bodies. Promoting and assisting this trend at all United Nations system meetings and conferences is a strategic priority of the Department. This effort, together with similar, previous and ongoing efforts at the duty stations, promises to become an impetus for change in the Secretariat.

A. Conference management, New York

Subprogramme 1
General Assembly and Economic and Social Council affairs[1]

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences[a]

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved organizational, procedural and substantive aspects of deliberations and meetings of intergovernmental bodies and United Nations conferences	(a) (i) No written complaints by representatives of Member States (ii) 100 per cent compliance with the submission deadline for reports of the intergovernmental bodies serviced by the Department for General Assembly and Conference Management
(b) Effective implementation of its mandates provided by the Office of the President of the General Assembly and the presidents/chairs of other intergovernmental bodies serviced by the Department	(b) No complaints by the Office of the President of the General Assembly or the presidents/chairs of other intergovernmental bodies
(c) Timely and effective implementation of the programme of work by the intergovernmental bodies serviced by the Department	(c) 100 per cent compliance with the submission deadline for parliamentary documentation and efficient and effective interdepartmental support to the intergovernmental bodies

[a] Including the General Assembly, the First, Special Political and Decolonization (Fourth), Second and Third Committees, the Peacebuilding Commission, the Economic and Social Council and their subsidiary bodies at Headquarters, as well as other intergovernmental bodies supported by the Department.

Strategy

1.6 The subprogramme is under the responsibility of the General Assembly and Economic and Social Council Affairs Division of the Department for General Assembly and Conference Management. The strategy to achieve the objective of the subprogramme will include:

(a) Proactive assistance and provision of the most efficient and effective substantive and conference management support to intergovernmental bodies serviced by the Department and to United Nations conferences, including their presidents/chairs and bureaux, to ensure the procedurally correct conduct of meetings and to support efforts in strengthening and revitalizing their work;

(b) Provision of substantive, analytical and historical information to clients, including information based on best practices and institutional memory, on the proceedings of the General Assembly and the Economic and Social Council and its

[1] The activities covered by subprogramme 1 comprise only those implemented at Headquarters.

subsidiary bodies, with a view to developing appropriate proposals for review by the bodies concerned;

(c) Proactive assistance to representatives of Member States on all matters relating to the effective scheduling and conduct of meetings, including the provision of an advance programme of work and the timely issuance of documentation and communications;

(d) Coordination of implementation of the resolutions and decisions adopted by the intergovernmental bodies, including through the assignment of responsibility to the Secretariat entities for the implementation of those resolutions and decisions.

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services
	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.7 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Department at Headquarters. The Service will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) More efficiently utilizing the global capacity for integrated conference services, where feasible and cost-effective, without adversely affecting the quality of services provided;

(v) Achieving cost-effective global utilization of conference-servicing resources through the regular production and assessment of global statistical reports;

(b) Comprehensively analysing and assessing the conference-servicing needs (meetings and documentation) of New York-based bodies and client organizations and assisting them in formulating those needs, with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability of high-quality documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to enable them to comply with the mandated time frame and, in exceptional cases where deadlines cannot be met, establishing realistic submission, processing and distribution dates, taking into account the drafting and processing requirements, as well as the programme of meetings, and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services; and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of the issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in New York with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Planning and coordinating the calendar of conferences and meetings of the United Nations in New York on the basis of workload statistics, performance indicators and resource utilization;

(g) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(h) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(i) Monitoring the implementation of the capital master plan at Headquarters with a view to mitigating any adverse impact on the availability of conference facilities and services and to ensuring that there is no reduction in the quantity and quality of services provided to Member States.

Subprogramme 3
Documentation services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.8 The subprogramme is under the responsibility of the Documentation Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in a continuing pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) A concerted effort to build a larger pool of freelance staff by identifying promising candidates by various means, including through the competitive language examination process, the Department's Universities Outreach Programme, internships, traineeships or ad hoc tests conducted from time to time by individual units, and by providing regular in-house coaching and continuing feedback to candidates so identified;

(e) Further integration of quality assurance and control measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and, in general, nurturing of a culture of commitment to meeting and maintaining the highest standards of quality of services;

(f) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation, verbatim reporting and publishing services
(b) Increased cost-effectiveness of interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services	(b) (i) 100 per cent compliance with workload standards for interpretation, verbatim reporting, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all official documents in electronic form (iv) Increased number of users of e-subscription system (v) 100 per cent capacity utilization of interpretation and verbatim reporting services

Strategy

1.9 The subprogramme is under the responsibility of the Meetings and Publishing Division. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, verbatim reporting, desktop publishing, printing and distribution services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution, in particular through the optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal printing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal printing capacity and quality; and further development of the use of digital printing and knowledge management technology;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest modern standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by the staff in the interpretation, verbatim reporting, copy-editing, desktop publishing, printing and distribution services, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of the relevant international standards for environmentally responsible management;

(g) More efficient utilization of the global capacity for integrated, sustainable, paper-smart services for meetings and conferences, where feasible and cost-effective, without adversely affecting the quality of services provided; provision of assistance to intergovernmental bodies based in New York and client organizations in adopting paper-smart services for their meetings and conferences; and facilitation of the efficient expansion of the use of efficient electronic tools and processes in this regard.

B. Conference management, Geneva[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services

[2] Subprogramme 1 is solely the responsibility of the Department for General Assembly and Conference Management at Headquarters.

	(ii) 100 per cent application of the proximity concept for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) All "as required" meetings provided with interpretation services
	(v) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) (i) Increased percentage of meetings of regional and other major groupings of Member States provided with interpretation services
	(ii) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.10 Substantive responsibility for the subprogramme is assigned to the Central Planning and Coordination Service of the Division of Conference Management of the United Nations Office at Geneva. The Service will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Analysing and assessing the conference-servicing needs (meetings and documentation) of Geneva-based bodies, especially the Human Rights Council, its machinery and human rights treaty bodies, and client organizations, assisting them

in formulating those needs with a view to optimizing the use of conference-servicing resources, including:

(i) Ensuring the timely availability of high-quality documentation through, inter alia, regular consultations and active dialogue with document submitters and secretariats in order to enable them to comply with the mandated time frame and, in exceptional cases where deadlines cannot be met, establishing realistic submission, processing and distribution dates, taking into account drafting and processing requirements, as well as the programme of meetings, and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(ii) Seeking the most efficient and effective utilization of resources, including a higher utilization ratio and percentage of meetings of regional and other major groupings of Member States provided with interpretation services, and expanding the application of sustainable paper-smart services;

(c) Strengthening the responsibility and accountability system within the Secretariat in order to ensure the timely processing of documents and their timely issuance to Member States and meeting participants, in accordance with the six-week rule for the availability of documentation, unless otherwise decided by the relevant decision-making bodies;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Geneva with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Planning and coordinating the calendar of conferences and meetings of the United Nations at Geneva on the basis of workload statistics, performance indicators and resource utilization;

(g) Achieving more efficient utilization of meetings services allocated to intergovernmental and expert bodies and special conferences in accordance with the resolutions, rules and established language arrangements;

(h) Upgrading and further developing the technological capacity in conference services for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively;

(i) Without prejudice to the outcome of deliberations by the General Assembly, coordinating with the Division of Administration on space, technology and accessibility requirements for conference servicing for inclusion in the strategic heritage plan of the United Nations Office at Geneva.

Subprogramme 3
Documentation services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.11 The subprogramme is under the responsibility of the Languages Service, the Proofreading, Editing and Publications Section of the Publishing Service and the Editing and Referencing Units of the Documents Management Section of the Central Planning and Coordination Service of the Division of Conference Management of the United Nations Office at Geneva. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness by, inter alia, continuously striving to leverage information technology tools in an enduring pursuit of enhanced efficiency and synergy in the areas of editing, referencing, terminology support, translation, including quality assurance and control of contractual translation, and text-processing; eliminating, except in crisis situations, international recruitment of freelance translation staff in favour of increased off-site and local recruitment and expanded use of contractual translation; promoting a culture of continuous learning; and pursuing a wide range of traditional and novel training opportunities with a view to expanding and upgrading staff members' substantive and information technology skills and attracting and retaining qualified language staff. This will include, in the context of integrated global management coordinated from Headquarters:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to allow timely and informed decision-making with respect to planning for capacity needed to supplement established in-house capacity;

(d) A concerted effort to build a larger pool of freelance staff by identifying promising candidates by various means, including through the competitive language examination process, the Department's Universities Outreach Programme, internships, traineeships or ad hoc tests conducted from time to time by individual units and by providing regular in-house coaching and continuing feedback to candidates so identified;

(e) Further integration of quality assurance and control measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate and timely feedback to freelancers and contractors; and, in general, nurturing of a culture of commitment to meeting and maintaining the highest standards of quality of services;

(f) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, copy-editing, desktop publishing, printing and distribution services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, copy-editing, desktop publishing, printing and distribution services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing, and desktop publishing

	(ii) Increased proportion of digital printing
	(iii) 100 per cent availability of all official documents in electronic form
	(iv) 100 per cent capacity utilization of interpretation services

Strategy

1.12 The subprogramme is under the responsibility of the Interpretation Service and the Publishing Service of the Division of Conference Management of the United Nations Office at Geneva. Except in crisis situations, international recruitment of freelance interpretation staff will be eliminated in favour of increased local recruitment. A full review of the existing digital printing operation will be conducted in response to the increased use of electronic distribution for parliamentary documentation. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing, printing and distribution services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include, in the context of integrated global management coordinated from Headquarters:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, copy-editing, desktop publishing, printing and distribution, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal printing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal printing capacity and quality; and further use of digital printing and knowledge management technology;

(c) Continuation of efforts, in cooperation with the Central Planning and Coordination Service of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued efforts to introduce sustainable practices; enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest modern standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better

supporting the delivery of core outputs by the staff in the interpretation, copy-editing, desktop publishing, printing and distribution services, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services at all duty stations, including implementation of the relevant international standards for environmentally responsible management;

(g) More efficient utilization of the global capacity for integrated, sustainable, paper-smart services for meetings and conferences, where feasible and cost-effective, without adversely affecting the quality of services provided; provision of assistance to intergovernmental bodies based in Geneva and client organizations in adopting paper-smart services for their meetings and conferences; and facilitation of efficient expansion of the use of efficient electronic tools and processes in this regard.

C. Conference management, Vienna[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.13 Substantive responsibility for the subprogramme is assigned to the Planning, Coordination and Meetings Section, Conference Management Service, of the United Nations Office at Vienna. The subprogramme will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Analysing and assessing the conference-servicing requirements of Vienna-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and to set the dates of sessional and intersessional meetings and engaging in increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(c) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Vienna on the basis of workload statistics, performance indicators and resource utilization;

(d) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(e) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Vienna, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(f) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house (ii) 100 per cent of capacity utilization for editorial, translation and text-processing services (iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.14 The subprogramme is under the responsibility of the six Translation and Text-Processing Sections, the Editorial Control Unit and the linguistic support team under the Documents Management Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services	(b) (i) 100 per cent compliance with workload standards for interpretation, copy-editing and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all official documents in electronic form (iv) 100 per cent capacity utilization of interpretation services

Strategy

1.15 The subprogramme is under the responsibility of the Interpretation Section, the Electronic Publishing Unit and the Reproduction and Distribution Unit of the United Nations Office at Vienna. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, desktop publishing and publishing services, and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness of author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Continuation of efforts, in cooperation with the Planning, Coordination and Meetings Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner.

D. Conference management, Nairobi[2]

Subprogramme 2
Planning and coordination of conference services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved quality of conferences	(a) (i) No complaints by representatives of Member States to intergovernmental organs or members of expert bodies as to the quality of conference services
	(ii) 100 per cent application of the proximity concept for conferences and meetings held away from headquarters of meeting bodies
	(iii) Reduced gap between the number of meetings held and the number of meetings planned
	(iv) Increased percentage of documents submitted on time and within page limits and issued in accordance with the six-week rule, unless otherwise decided by the relevant decision-making bodies
(b) Enhanced process of deliberations and decision-making through the provision of conference services requested by regional and other major groupings of Member States	(b) All meetings of regional and other major groupings of Member States provided with adequate conference facilities

Strategy

1.16 Substantive responsibility for the subprogramme is assigned to the Planning and Coordination Section, Division of Conference Services of the United Nations Office at Nairobi. The Section will focus on the following:

(a) In the context of integrated global management, coordinated from Headquarters:

(i) Harmonizing policies and procedures at all conference-servicing centres of the Organization and improving shared workload management;

(ii) Achieving global planning and coordination of the calendar of conferences and meetings of the United Nations on the basis of workload statistics, performance indicators and resource utilization;

(iii) Engaging in an ongoing systematic analysis and evaluation of cost-effective global utilization of conference-servicing resources, including

identifying strategic and operational risks and their impact on the delivery of services;

(iv) Achieving cost-effective global utilization of conference-servicing resources through regular production and assessment of global statistical reports;

(b) Analysing and assessing the conference-servicing needs of Nairobi-based bodies and client organizations, assisting them in formulating those needs and optimizing the submission of all pre-session documentation through, inter alia, regular consultations and active dialogue with document submitters and committee secretariats in order to establish realistic slotting dates and to set the dates of sessional and intersessional meetings and increased upstream outreach in order to assist substantive secretariats in meeting the submission standards;

(c) Establishing mandated pre-session document needs, managing compliance with existing regulations governing the control and limitation of documentation and establishing capacity-planning targets for all processing units in order to improve the timeliness of issuance of mandated pre-session documentation;

(d) Providing meetings and documentation workload projections for intergovernmental bodies based and/or meeting in Nairobi, with a view to improving capacity planning in coordination with subprogrammes 3 and 4 and further refining methods for projecting and analysing the volume, composition and timing of future workload, in order to provide timely and efficient decision-making on the service delivery mode when expected output exceeds permanent in-house capacity;

(e) Planning and coordinating the calendar of conferences and meetings of the United Nations Office at Nairobi on the basis of workload statistics, performance indicators and resource utilization;

(f) Upgrading and further developing technological capacity for users and outreach to clients, in accordance with legislative mandates, in order to plan, process, monitor and manage documentation and meeting services more effectively.

Subprogramme 3
Documentation services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality referencing, editing, translation and text-processing of parliamentary documentation and other written materials, ensuring due respect for the specificity of each language	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of editorial, translation and text-processing services
(b) Improved cost-effectiveness of editing, translation and text-processing services without adversely affecting their quality	(b) (i) Increased proportion of translation done contractually, where that mode of delivery yields a final product that is of comparable quality to translation done in-house

(ii) 100 per cent of capacity utilization for editorial, translation and text-processing services

(iii) 100 per cent compliance with workload standards for editing, translation and text-processing

Strategy

1.17 The subprogramme is under the responsibility of the Translation and Editorial Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective while ensuring quality, timeliness and cost-effectiveness through, inter alia, the further integration of information technology tools into the conference services workflow processes in the areas of editing, referencing, terminology support, translation, contractual translation, text-processing and quality assurance of external translation; and sustained training opportunities geared to expanding and upgrading staff members' skills, and attracting and retaining qualified language staff. This will include:

(a) Ongoing development and maintenance of a comprehensive integrated terminology database for the United Nations that is fully accessible to both in-house and off-site users;

(b) Ongoing development and maintenance of a comprehensive searchable archive of reference materials to which translators, editors and others involved in documents production and processing, whether in-house or off-site, have direct access;

(c) Continuation of efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of documentation services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors, including translation companies; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations by, among other things, building a global harmonized translation support information and technology system that includes e-referencing, global terminology and machine and/or computer-assisted translation.

Subprogramme 4
Meetings and publishing services

Objective of the Organization: To enhance the effectiveness and efficiency of the deliberation and decision-making processes of intergovernmental bodies and United Nations conferences

Expected accomplishments of the Secretariat	Indicators of achievement
(a) High-quality interpretation, desktop publishing and publishing services	(a) No complaints by representatives of Member States to intergovernmental organs, members of expert bodies or client departments as to the quality of interpretation and publishing services
(b) Increased cost-effectiveness of interpretation, desktop publishing and publishing services	(b) (i) 100 per cent compliance with workload standards for interpretation and desktop publishing (ii) Increased proportion of digital printing (iii) 100 per cent availability of all official documents in electronic form (iv) 100 per cent capacity utilization of interpretation services

Strategy

1.18 The subprogramme is under the responsibility of the Interpretation and Publishing Section of the United Nations Office at Nairobi. Emphasis will continue to be placed on achieving optimum performance from a full-system perspective through the further integration of information technology efficiency tools into the conference services workflow processes in the areas of interpretation, text-processing and publishing services and through sustained support for training opportunities geared to expanding and upgrading staff members' skills. This will include:

(a) Implementation of measures ensuring timely delivery of high-quality interpretation, text-processing and publishing services, in particular through optimum allocation of available resources, workload-sharing with other duty stations and information-sharing with other conference centres regarding projected workload and available capacities;

(b) Increased utilization of internal publishing capacity and expansion of other cost-effective modes of document publishing; promotion of awareness among author departments of internal publishing capacity and quality; and further development of the use of print-on-demand technology and electronic archiving systems;

(c) Continuation of efforts, in cooperation with the Planning and Coordination Section of subprogramme 2, to further refine methods for projecting and analysing the volume, composition and timing of future workload in order to provide timely and efficient decision-making on the optimum service delivery modes when expected output exceeds established in-house capacity;

(d) Further integration of quality assurance measures in the delivery of meetings and publishing services through continued enforcement of rigorous recruitment standards for all staff, whether permanent or temporary, and contractors; provision of adequate internal and external training for staff members and appropriate coaching and supervision for freelancers and contractors; and, in general, nurturing of a culture of continuous learning with the aim of efficiently maintaining the highest standards of quality of services provided;

(e) Continuation of efforts to improve and adapt the conference services information and communications technology backbone with the aim of better supporting the delivery of core outputs by all staff, whether permanent or temporary, and contractors working from both on-site and remote locations;

(f) Implementation of sustainable best practices for both meetings and publishing services, including implementation of the relevant international standards for environmentally responsible management, and expanding the use of electronic tools and processes in conference-servicing operations in a sustainable and paper-smart manner;

(g) Analysis and assessment of the conference-servicing needs, including the need for meeting records and, whenever possible, alternative modes of service delivery, for the meetings of Nairobi-based bodies and client organizations, and assisting them in formulating those needs.

Legislative mandates

Relevant articles of the Charter of the United Nations

General Assembly resolutions

S-10/2	Final document of the tenth special session of the General Assembly
43/222 B	Status of the Committee on Conferences
52/12 A and B	Renewing the United Nations: a programme for reform
57/283 B	Pattern of conferences
57/300	Strengthening of the United Nations: an agenda for further change
58/126	Revitalization of the work of the General Assembly
59/313	A strengthened and revitalized General Assembly
60/286	Revitalization of the General Assembly
61/266	Multilingualism
62/225	Pattern of conferences
63/306	Multilingualism
64/230	Pattern of conferences
64/243	Questions relating to the programme budget for the biennium 2010-2011

65/311	Multilingualism
65/315	Revitalization of the work of the General Assembly
66/233	Pattern of conferences
66/246	Questions relating to the proposed programme budget for the biennium 2012-2013